

Project Startup Workshop



Dr. Owen Gadeken
Defense Acquisition University
Fort Belvoir, Virginia

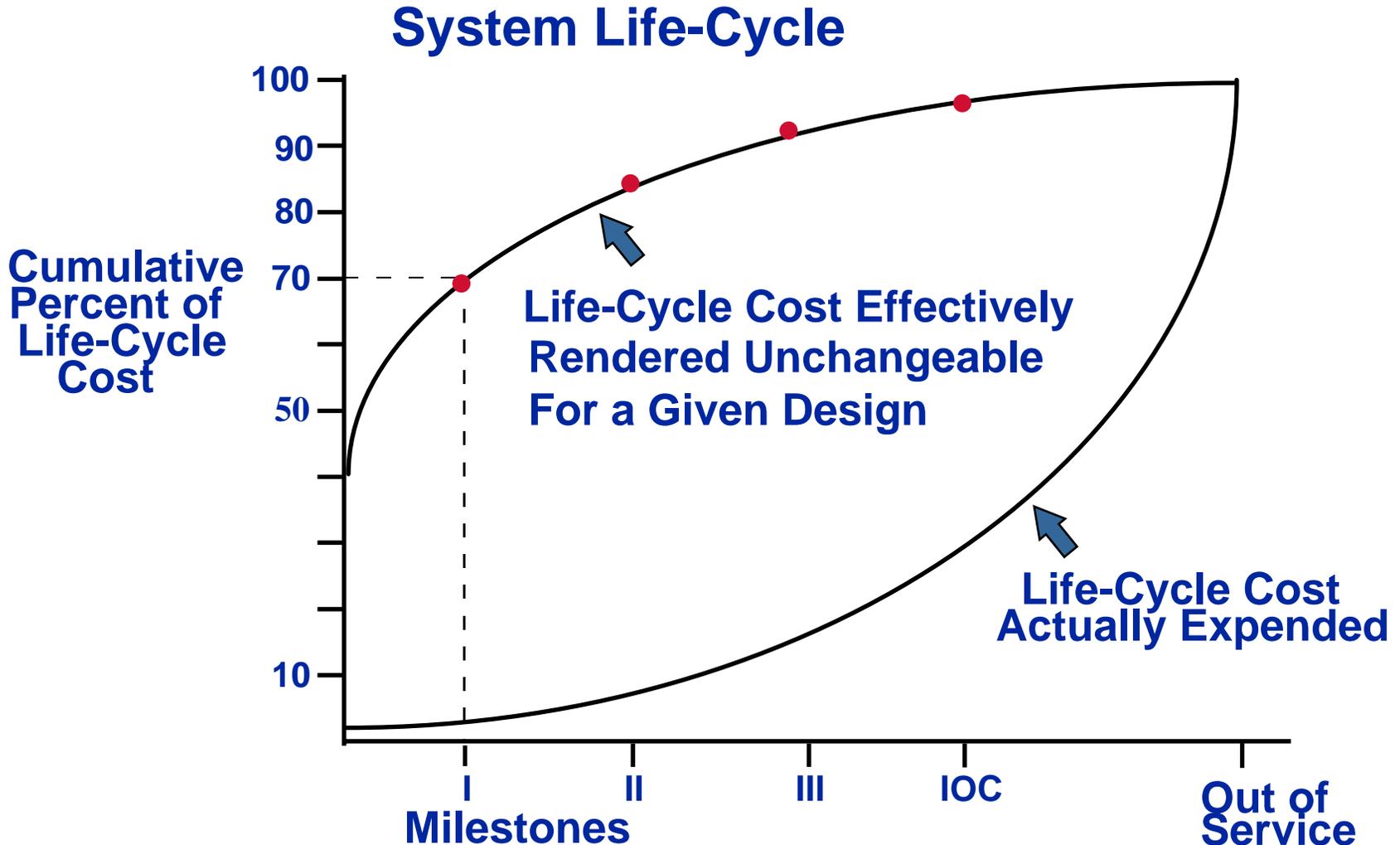
Project Startup Workshop (PSW)

- **Project startup sets foundation for success**
- **Many DoD projects struggled or have failed due to:**
 - **lack of common vision & plan for success**
 - **lack of supportive environment**
 - **Understood and mutually agreed performance measurement baseline including project risks**
- **Importance of working together to startup new projects**

DOD & Industry Need to Find a Better Approach

Early Decisions Affect Life-Cycle Cost

(based on historical data)



Background

- **Working in partnership, Raytheon and the Defense Acquisition University (DAU) developed the Project Startup Workshop**
- **Successful workshop pilot conducted on 16-19 March 2004 with SLAMRAAM (Surface Launched AMRAAM) in Huntsville AL**
- **Successful workshop conducted 13-15 July 2004 with MMA (Multi-mission Maritime Aircraft) in Seattle WA for the Navy and Boeing**
- **The Workshop is intended to:**
 - **create an environment of teamwork, collaboration, communication and trust**
 - **Be held soon (2-4 weeks) after contract award**
 - **be conducted jointly with the government and contractor teams**
 - **be a high-energy concentrated effort over 3-5 days**
 - **provide training on essential start-up activities**
 - **Lead to successful project execution**
- **The Workshop is based on best practices of successful programs**

Workshop Objectives

- **Educate government and industry teams on effective program startup actions**
- **Produce key program startup products**
- **Build an environment of trust, collaboration, teamwork and communication**
- **Establish the foundation to execute a successful program**

PSW Success Story

- *Navy's Multi-mission Maritime Aircraft (MMA)*
- *Boeing awarded \$3.9B system development contract on 14 Jun 04*



MMA Agenda Setting Meeting (Meeting held at DAU)

8am	Tues 22 Jun
9am	Agenda Setting Meeting
10am	
11am	
12pm	Lunch
1pm	Agenda Setting Meeting
2pm	
3pm	
4pm	
5pm	

- **Met key workshop participants**
- **Identified workshop attendees**
- **Established workshop date and location**
- **Tailored workshop agenda**
- **Plan for participant workbook**
- **Discussed workshop logistics and assigned action items**

MMA Workshop (Held at Seattle WA)

	Tues 13 Jul	Wed 14 Jul	Thur 15 Jul
7:30 am	Admin. Orientation	Review and Recap	Review and Recap
8am	1 Project Startup Workshop Orientation	VP-30--Navy User Brief	5 Teams Report Out
9am		5 IPT Structuring & Chartering	6 IDE Briefing & Demo
10am	2A Project Start-up Overview	Boeing Organization	7 Risk Mgt & Demo
11am		Navy Organization	8 Overview Metrics
12pm	Lunch	Boeing Startup Planning	9 PMs Wrap-up
1pm	2B Project Startup Plan	Team Working Sessions •IBR Plan •CDRLs (Working Lunch) •Charters •Issues & Concerns (flexible end time)	Lunch
2pm			
3pm	3 Contract and Funding Baseline & Change Mgt.		
4pm	4 Boeing Best Practices		
5pm			
6 pm	Social/Dinner		

Module Overviews

Module Title:	Workshop Product Captured:
Module 1: Workshop Orientation	Project Vision, Values, Mission, Goals List of Project Success Factors and Potential Problem Areas
Module 2: Project Startup Plan	Validated IBR Roadmap (Startup Plan) List of Action Items and POCs
Module 3: Contract Baseline & Change Management	Contract Point of Contacts List List of Issues That Need Clarification
Module 4: Boeing Best Practices	List of Boeing Best Practice
Module 5: Integrated Product Team (IPT) Structuring & Chartering	Joint IPT Charters Team inputs on CRDL and IBR Roadmap
Module 6: Integrated Digital Environment (IDE) Briefing and Demo	Documented IDE Process for MMA List of IDE Issues to be Resolved

Module Overviews (continued)

Module Title:	Workshop Product Captured:
Module 7: Risk Management	Documented Risk Management Process for MMA
Module 8: Metrics Overview	High-Level Set of Project Metrics
Module 9: PMs Wrap-up	Review and Assignment of Actions Items Team Commitment to Work Together to Achieve Project Goals
Module 10: Team Handbook Signing	(not used)

Workshop Benefits

- **Shared perspectives on project goals, business processes and intended outcomes**
- **Positive environment of trust, collaboration, teamwork and openness**
- **Solid plan for moving forward**
- **Consistency of project execution**
- **Reduced project risk**
- **Sharing of best practices**
- **Increased probability of project success**

PSW Next Steps....

- **Create generic workshop framework**
- **Continue to support new workshops**
- **Develop larger cadre of facilitators**
- **Market the workshop throughout DoD**
 - **Article for Defense AT&L Magazine**
 - **Include in fall PM conference**
- **Include information in PM career development track at DAU**